

King County Continuity of Operations Plan

January 28th, 2013



King County

King County Continuity of Operations Plan

WARNING

Continuity of Operations Plan FOR OFFICIAL USE ONLY

Warning: This document is **FOR OFFICIAL USE ONLY (FOUO)**. It contains information that is sensitive, but unclassified, and may be exempt from public release under the Washington State Public Records Act (RCW 42.56). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with King County policies.

This document is to be used to implement Continuity of Operations (COOPs) for the department specified in the title within King County government and any contract personnel in response to an emergency affecting the County. Unauthorized use of this information may constitute an invasion of privacy.

Copies of the document may be obtained by contacting the approving director on page 3.

1.0 Promulgation Statement

Transmitted here is the Continuity of Operations Plan (COOP) for King County. The Basic Plan provides a framework from which all county departments can develop their annexes and appendices covering the detailed checklists for maintaining essential and critical services when county government services have been impacted by an emergency.

This COOP was prepared in accordance with guidance from the federal CGC – 1 (January 21, 2009) and the Continuity of Operations Template and instructions for Federal Departments and Agencies (July 2011). It is consistent with Federal, State, and local standards and has been circulated to King County Government agencies for concurrence. This COOP supersedes any previous COOP and has been approved by the King County Executive's Office. It will be reviewed and re-certified annually as is described in this plan. Recipients are requested to advise the Department of Executive Services and the Office of Emergency Management of any changes which might result in its improvement or increase its usefulness.

COOP Review:

Concur: *Reed J. Tokunaga* Date: *3/11/13*
COOP Project Manager

Approved: *Caroline Whalen* Date: *3-13-13*
County Administrative Officer

Caroline Whalen
County Administrative Officer

1. 1 Plan Approval and Implementation

January 28th, 2013

TO: King County Line of Succession, Department Directors, and elected officials

FR: Caroline Whalen, King County Administrative Officer

RE: King County Continuity of Operations Plan

This plan is one of the most important documents for managing emergency activity in King County. The King County Continuity of Operations Plan (COOP) reflects King County's commitment to protect the ability of county government to deliver critical and essential services in times of disaster. Without the ability of government to maintain its internal organizational structures, staffing patterns, facilities, and equipment, it would be difficult to deliver quality services to the public when they need those services more than ever.

This plan has been written to align with CPG - 101 and CGC -1 federal guidelines for continuity plan development and to integrate with King County mitigation, response, and recovery plans. The Basic COOP has been written to aid maintenance of the plan through use of annexes and appendices containing specific information needed to support the delivery of those important daily services.

This plan supports the internal response of King County Government to an emergency that has impacted either a single county facility or has had wide spread impacts to King County's ability to deliver normal services to the public or to other agencies of King County Government. This plan does not address the delivery of those emergency services unique to disasters, like sheltering the public or conducting evacuations in unincorporated King County. Those emergency services are covered in the King County Comprehensive Emergency Management Plan (CEMP) and its annexes or similar documents.

The King County Executive is responsible for coordinating emergency management activities, and to publish, distribute, and revise this plan as required. Departments and elected officials that are part of King County Government must continue to work cooperatively to ensure a workable plan that reflects the capabilities and resources of King County government.

All department directors are charged with doing their utmost to prepare their departments to function during and after emergencies and disasters in support of the people and regional partners of King County. The Basic Plan is located at (www.kingcounty.gov/prepare). All King County Line of Succession personnel, Department Directors, and recipients of the Plan should review this document and become familiar with their obligations and responsibilities. Thank you for your cooperation.

1

Not all agencies will be provided with every detailed department or division annex where sensitive materials have been included. Any need to access or review these documents should be communicated to the King County Administrative Officer for consideration. A copy of the entire COOP with all annexes and appendices is held by the King County Executive, the King County Administrative Officer, and the Office of Emergency Management.

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1.3 Distribution List

Distribution of the Continuity of Operations Plan (COOP) for King County is limited to departments, divisions, separately elected officials, and other entities where interdependencies exist. The Basic Plan is a publically available document while the department specific annexes and appendices contain materials with sensitive or detailed information that would be inappropriate to make widely available. The primary distribution list includes those already noted and includes the members of the COOP Review Team.

Primary Distribution (whole plan)

King County Executive
King County Councilmembers
King County Department Directors
King County COOP Project Manager
King County COOP Review Team
King County Sheriff
King County Office of Emergency Management Director

Secondary Distribution (Basic Plan and Specific Annexes or Appendices)

Department or Division COOP Coordinators
Emergency Management Coordinating Council
Emergency Management Executive Board
Department or Division Management
Public Information Officers
Information and Technology Professionals

The COOP Basic Plan and Annexes are for internal decision making use only. Content of some appendices contain personal contact information for King County employees resulting in restriction of distribution under Freedom of Information Act, Exemption 3, 4, and 6.

Plan Distribution – Record of Receipt

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1.4 TABLE OF CONTENTS

	Page Number(s)
<u>Section 1: Administrative Material</u>	
Privacy Statement and 'For Official Use Only' warning	2
1.0 Promulgation Statement	3
1.1 Plan Approval and Implementation	4
1.2 Record of Changes	5
1.3 Distribution List	6-7
1.4 Table of Contents	8-9
 <u>Section 2: Basic Plan</u>	
2.1.1 Introduction	10-12
2.1.2 Purpose	13
2.1.3 Scope	13
2.1.4 Situation Overview	13
2.1.5 Hazard Analysis Summary	13
2.2 Capability Assessment	14
2.3 Mitigation Overview	14
2.4 Planning Assumptions	15
2.5 Concept of Operations	
General	16-17
Mitigation	17
Preparedness	17-18
Response	18
Onset of the Incident	19
Movement to Alternate Operations	19
Conduct Alternate Operations	20
Restoration of Normal Operations	20
2.6 Organization and Assignments	20-22
2.7 Direction, Control, and Coordination	23-24
2.8 Information Collection, Analysis, and Dissemination	24
2.9 Communications	25
2.10 Administration, Finance, and Logistics	25-26
2.11 Plan Maintenance and Development	26-27
 <u>Section 3: Appendices to the Basic Plan</u>	
Appendix 1: Definitions	28-33
Appendix 2: Acronyms	34
Appendix 3: Authorities and References	35-42

Section 4: Individual Department Annexes

4.0 King County Executive's Offices including: Office of Labor Relations and Office of Performance, and Strategy and Budget

4.1 Department of Executive Services including: the County Administrative Officer, Finance and Business Operations Division, Facilities Management Division, Human Resources Division, Office of Civil Rights, Office of Emergency Management, Office of Risk Management, Records and Licensing Division, Board of Ethics, Alternate Dispute Resolution, and the Business Resource Center

4.2 King County Information Technology including: Customer Service Division, Business and Finance Support, Project Management Office, and Operations and Business Solutions Division

4.3 Department of Community and Human Services including Community Services, Mental Health, Developmental Disabilities, and the Office of the Public Defender

4.4 Public Health – Seattle and King County including Administration, Prevention, Environmental, Community Health, Emergency Medical Services, and Correctional

4.5 Department of Natural Resources and Parks including Administration, Solid Waste, Waste Water, Water and Land, Parks, GIS

4.6 Department of Transportation including the Director's Office, Transit, Roads, Fleet, Airport

4.7 Department of Development and Environmental Services including the Director's Office, Admin, Building Services, Land Use, and the Fire Marshal

4.8 Department of Adult and Juvenile Detention including Administration, Seattle Division, Kent Division, Juvenile Division, and Community Corrections

4.9 Department of Judicial Administration including Court Services, Finance and Information, Regional Justice Center, Courts and Data Administration, and Juvenile

4.10 King County Sheriff's Office including Policy Direction, Criminal Investigation, Field Ops, Technical Services, Special Operations

4.11 District Courts including the Office of the Presiding Judge, Probation, divisions

4.12 Superior Courts – Clerk of the Court, Court Commissioners, Chief Admin Officer, Juvenile Ct Services, Court Ops, RJC, Social Services

4.13 Prosecuting Attorney's Office including Civil Division, Criminal Division, Management and Administration, Fraud Division, and Family Support

4.14 Assessor's Office including Information Services, Accounting, Residential Appraisal, Commercial and Business

4.15 King County Council including Council Admin, Ombudsman, Auditor, Hearing Examiner, Law Enforcement Oversight, King County TV, Board of Appeals

4.16 Elections

Section 2: Basic Plan

2.1.1 Introduction

When a disaster strikes geographic King County, the public may be impacted and government's ability to deliver some services may be hampered by the incident, too. Where the King County Comprehensive Emergency Management Plan (CEMP) addresses emergency services that are provided to the public under proclamations of emergency, the King County Continuity of Operations Plan (COOP) is focused on the continued delivery or rapid return of critical and essential services normally available to the public on a daily basis. Whereas all services provided by King County Government benefit the general public, the county's service priorities as an emergency unfolds are:

- Life, Health, and Safety Functions
- Essential Support Functions
- Constitutionally Required Functions
- County Government Leadership

The Basic Plan and the agency specific annexes to this plan describe the mitigation, preparedness, response, and recovery efforts necessary to provide continuity of essential services.

King County Government may well be working to assist the people and businesses of the county with their emergency needs at the same time it is seeking to maintain or restore normal day-to-day services to the public. It is the obligation of King County Government to prioritize restoration of those normal day-to-day services that protect the lives and safety of its employees, visitors, residents, and those depending on the direct delivery of time sensitive public services – critical and essential services – for their care. It is also the obligation of government to protect the public property and environment held in their trust.

As this plan describes, those normal day-to-day services depend on many essential support services to function including access to vital records. Some government services have constitutional requirements with their own timelines. Maintaining continuity of government leadership is a top priority for the facilitation of decision making, to provide accountability, to maintain the public trust, and to prioritize the use of available resources when there are competing needs. In the event that one or more officials are unavailable, delegation of authority or devolution may be necessary.

Of course, critical and essential services are delivered by people in their assignments as King County employees. These employees are categorized in the All Hazards Emergency Response Manual (Human Resources Division and Office of Labor Relations, November 2011). Other personnel issues covered in the manual include: bargaining unit agreements, dismissal, alternate work policies, pay and benefits, reporting to work, line of succession planning, and cross training.

The foundation of all continuity planning is personal preparedness. Where it is important for the general public to be ready for a minimum of three days without public services, it is even more important for key and essential employees to maintain their personal preparedness so they may be ready to help others in their assignment with a county department or agency. King County encourages everyone, including King County employees, to prepare themselves and their families for emergencies. For more information on personal preparedness go to the Three Days, Three Ways website at <http://3days3ways.org/>, Regional Public Information Network (RPIN) at <http://www.rpin.org/>, and Take Winter by Storm website <http://takewinterbystorm.org/>. COOP for individuals is personal preparedness.

Where the Pandemic Flu Plan (2006) addresses government continuity concerns for a specific hazard, the King County COOP takes an all hazard approach. The COOP is companion to the CEMP, King County Regional Hazard Mitigation Plan (HazMit or KCRHMP), and King County Regional Disaster Recovery Plan (RDP). These plans often overlap. You can view these plans at <http://www.kingcounty.gov/safety/prepare/EmergencyManagementProfessionals/Plans.aspx>.

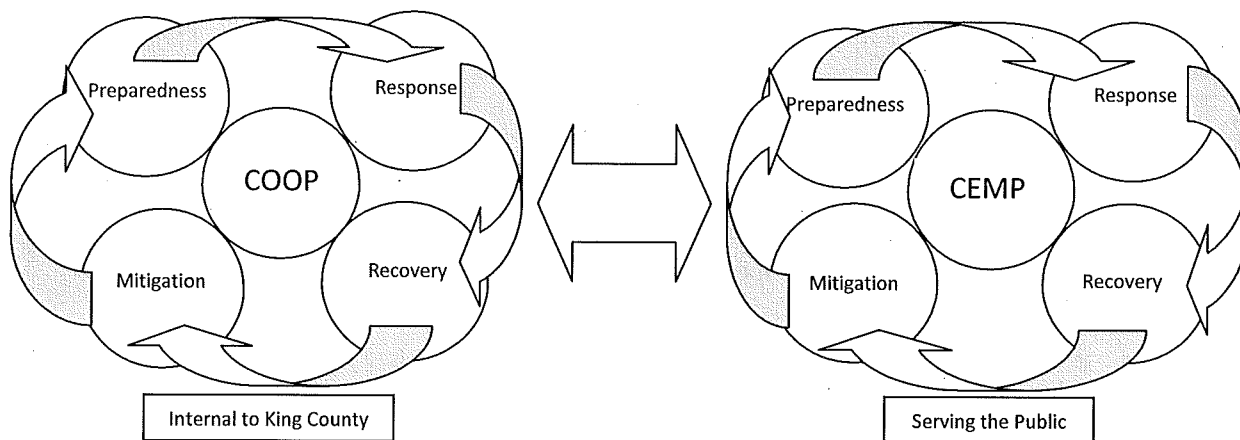


Figure 1 – Overlapping Scope of Emergency Concepts

The COOP is divided into the Basic Plan and Basic Appendices that cover those aspects and topics common to all county government agencies. Annexes and Appendices specific to each department or agency cover those issues not already covered in the Basic Plan, including their Line of Succession documents, critical facilities lists, time-oriented procedures, and communications plans.

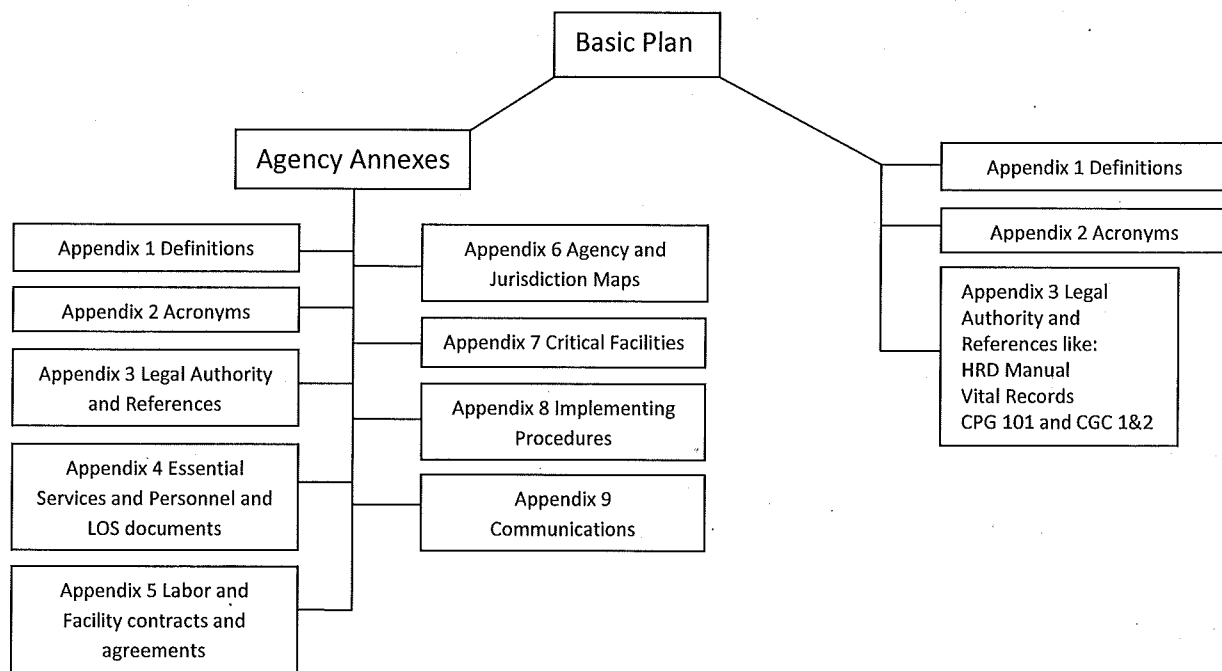


Figure 2 – Organization of the King County COOP

The King County Continuity of Operations Plan will be implemented with procedures that align assignments with time. The Basic Plan and its Annexes segment the evolution of an emergency over time into: 1. Onset, 2. Movement of Operations, 3. Alternate Operations, and 4. Recovery or Reconstitution.

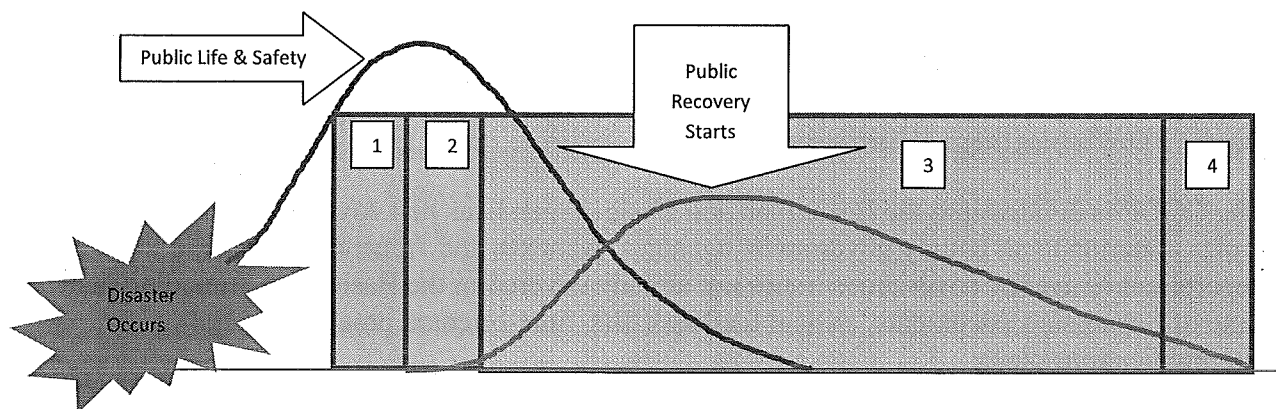


Figure 3 – Evolution of Emergency Service Delivery and COOP activity with Time

All King County Executive departments and separately elected officials contributed to this plan. The plan adheres to the tenants of Equity and Social Justice, seeks to provide access to services following Americans with Disabilities Act (1990 as amended), and the National Incident Management System (NIMS). King County considers its employees to be its greatest asset. Despite the challenges of a disaster that may impact the region, the county remains committed to its mission statement as stated in the county strategic plan:

“King County Government provides fiscally responsible, quality-driven local and regional services for healthy, safe, and vibrant communities.”

The King County Strategic Plan describes a commitment to Justice and Safety, Health and Human Potential, Economic Growth and Built Environment, and Environmental Sustainability. Efforts toward these goals are described in each department’s annex.

2.1.2 Purpose

The purpose of the King County Continuity of Operations Basic Plan is to provide a common platform for the maintenance of essential services and decision making in support of the rapid reconstitution of critical and essential government services.

2.1.3 Scope

The King County Continuity of Operations Plan is an all hazards plan covering all King County Departments and separately elected official agencies, their essential services, facilities, vital records, personnel, equipment, and systems. This plan covers efforts to mitigate and prepare for disruption to essential services and supports the internal response to an emergency, the conduct of alternate operations, and the restoration of essential services when impacts occur to either a single county facility or impacts are more wide spread.

2.1.4 Situation Overview

Any emergency that impacts people, utilities, or structures has the possibility to interrupt the ability of government to deliver services at normal levels. Whether the emergency is a natural disaster like an earthquake or a manmade disaster like a hazardous materials spill, King County retains its obligation to deliver the highest possible level of critical and essential services with its available resources.

2.1.5 Hazard Analysis Summary

A wide variety of hazards may result in the disruption of the normal delivery of government services. These may include severe weather, structure fire or explosion, earthquake, civil unrest, sabotage, utility or technology failure, or acts of terrorism - including any active shooter scenario. The King County Regional Hazard Mitigation Plan describes the probability and potential impact to the region from these hazards.

High Probability Low Impact	High Probability Moderate Impact Hazardous Materials, Severe Weather	High Probability High Impact
Moderate Probability Low Impact	Moderate Probability and Impact Civil Unrest, Terrorism, Cyber Attack	Moderate Probability High Impact
Low Probability Low Impact	Low Probability Moderate Impact Fire or Explosion	Low Probability High Impact Earthquakes

Figure 4 – Probability vs. Impact of Scenarios that may impact Continuity of Government Operations

2.2 Capability Assessment

Each department, division and agency in King County government has identified its critical and essential services and to conduct an assessment of the facilities, personnel, and dependencies required to deliver their assigned critical or essential services. For each essential function, departments and agencies have identified those essential services that can only be delivered at specific facilities, like detention facilities or waste water treatment. Some essential services require specific leadership like that provided by certain elected or appointed officials including the King County Executive, King County Council, or Medical Examiner. Some services require key personnel with specific training, licensing, credentials, or authorities like sheriff's deputies, medical personnel, or specialized engineers. Agencies have identified those essential services that are time sensitive, like law enforcement, airport operations, inmate safety at jails, or courts – for due process.

Together, the detailed information collected on each critical or essential service provides insight to those requirements necessary to ensure delivery of those services. This knowledge makes it easier to restore services and identify potential alternate site or alternate personnel when they are needed. Agency specific annexes to this plan identify those dependencies and potential contingencies.

2.3 Mitigation Overview

Where an emergency or disaster may impact the ability of King County Government to deliver critical or essential services, the county has the obligation to take steps to mitigate the consequence of those impacts. Improvement to service delivery has included efforts by the county to install systems that improve facility security, employee preparedness, protection of vital records, installation of alternate power sources, cross training of key and essential employees, and development of a comprehensive All Hazards Emergency Response Manual for human resource management.

2.4 Planning Assumptions

- Availability of this COOP plan does not guarantee or imply a perfect response
- Some disruption of services may occur as a result of the impacts from any natural or man-made incident
- An emergency or a disaster may occur at any time with little or no warning
- A single facility or all county facilities may be directly impacted
- Single or multiple essential services may be impacted at the same time
- Impacts to utilities, roadways and transportation systems, communications or technology may indirectly impact the county's ability to maintain critical or essential services
- Some key or essential employees may be directly impacted and be unable to report to work in a timely manner
- Regional impacts may hamper outside assistance or mutual aid, delaying help reaching locations of need
- County employees are trained and will implement all or part of this continuity plan as may be needed
- The county will maintain contingencies for implementation of this continuity plan
- Not all government services are critical or essential
- Not all government services may be maintained at normal levels during an emergency
- Some Critical Functions may need to be restored within 2-4 hours
- Efforts toward Essential Function restoration should be underway within 12 hours
- Contingency Operations may need to be maintained for extended periods of time
- County critical and essential services may need to operate without automated support for extended periods
- County departments and agencies may have emergency assignments in addition to maintenance of daily operations and services
- Disaster impacts may render some or all alternate facilities unavailable for use
- The COOP and agency annexes will be implemented at a time of disruption, when county personnel are dealing with stressful, unfamiliar, and uncertain situations
- Priorities and decisions will be made at the highest available level of authority
- Emergency service delivery may be needed in addition to efforts toward restoration of normal daily operations and service delivery

2.5 Concept of Operations

General

Personal Preparedness, Emergency Response, and Continuity of Operations are overlapping concepts. Personal preparedness seeks to ensure the safety of an individual and his/her family – enabling the workforce to be available for emergency assignments. Some government services are provided daily, while others are provided only during an emergency. Together they provide the basis for maintaining essential and critical services provided by county government. The emergency priorities of King County government were covered in the introduction.

When the King County ECC has been activated, the CEMP and COOP planning concepts weave together and are connected when a need exists.

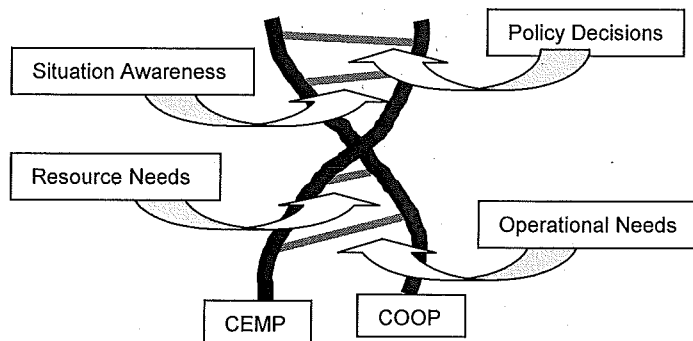


Figure 5 - Relationship between the CEMP and the COOP Plan during a response

What is essential?

Government services are important but not all government services are essential. Essential services can be defined as those services that:

- Exercise civil authority
- Maintain the safety, health, or well being of employees and the population
- Provide for the sustainment of infrastructure
- Minimize disruptions in the industrial and economic base
- Mitigate conditions that adversely affect the social order and environment

With time, the absence of an essential service will have impacts that will noticeably affect the health and safety of the public or those under the care of government. Where suspension of an essential service would have a direct impact on the health and safety of those that receives that service in less than 24 hours, it is characterized as a critical service. Law enforcement services, some King County Airport services, 9-1-1, and Adult or Juvenile Detention management are in this category. Characterizing services in this manner supports prioritization of efforts when government services are interrupted during an emergency.

Continuity of Operations planning is not the same as Business Continuity planning. COOP entails those primary government services like solid waste or waste water management, law enforcement services, and management of adult detention facilities that directly support specific dependent populations for life, health and safety services or constitutional requirements. Business continuity encompasses all those other important government services that do not directly impact the safety and health of the public, like parks and the arts.

This plan describes those efforts at mitigation, preparedness, response, and recovery to emergencies that may impact the county's ability to deliver normal day-to-day essential services. These steps are parallel to the efforts to provide emergency services to the public as described in the Comprehensive Emergency Management Plan (CEMP). Mitigation, Preparedness, Response, and Recovery efforts are detailed under the corresponding sections of Concept of Operations below.

Mitigation

Efforts to minimize the impacts of an incident or the probability that an incident will interrupt delivery of normal government services were covered under the Mitigation Overview. These may include security systems, backup systems for vital records, structural improvements, and similar efforts.

Preparedness

Not all potential impacts from emergencies can be mitigated. In an effort to prepare for those unavoidable incidents, the county conducts planning efforts to identify areas where county employees, facilities, systems or equipment, and essential services may be impacted by incidents. Planning also seeks to identify contingencies that support continued delivery of essential services. Training and cross training on the plan, supporting procedures and testing of the effectiveness of those plans ensure each plan is updated and improved regularly.

All King County agencies have been asked to contribute information to the planning effort. Each department has constructed an annex to this plan from information that identifies capabilities and contingencies to improve the continued delivery of essential services during and after emergencies. Agencies have identified COOP Coordinators who have contributed to the development and maintenance of the Basic COOP Plan, its Annexes and Appendices.

It can be expected that emergencies will impact both the general public and the employees or work locations of the employees that deliver emergency services. With this expectation, some King County employees may have assignments in their department operating centers or in the King County ECC. These dual assignments may require simultaneous efforts to prioritize deliver emergency services as well as to maintain day-to-day essential services. The King County Executive may proclaim a state of emergency and authorize use of specific emergency powers that allow access to needed resources. Information and status reports will be shared between department operating center(s) and the King County ECC when these have been staffed.

Agency COOP Coordinators will:

- Identify essential and critical services provided by the agency in accordance with the definition of essential and critical services
- Identify recipients of essential and critical services and the criticality of service interruption (time before it becomes critical)
- Identify minimum and normal levels of essential and key personnel referencing the All Hazards Emergency Response Manual (Human Resources Division, November 2011), labor agreements and contracts
- Identify minimum facility requirements from which the agency might direct continuation of essential services. If a specific alternate location has been identified, is there a written Memorandum of Understanding?
- Identify dependencies and minimum and normal support services needed for continuing essential services (power, security, transportation, and information/technology services)
- Identify Continuity Leadership (at least four deep) and Devolution of Authority documents for those authorities
- Identify legal or constitutional obligations associated with listed essential services

From the information provided, metrics for the assessment of an agency's ability to deliver minimal or normal levels of essential services were developed and criteria for strategic prioritization of resources can be made during the incident to prioritize critical and essential service restoration.

Response

The King County Executive or his/her designee is responsible for the implementation and direction of continuity efforts. Continuity of Operations procedures will be implemented when one or more essential services are interrupted or expect to be interrupted from impacts of a natural or manmade disaster, when assistance from outside King County Government is required, or when costs to maintain an essential service require emergency spending authority.

When the continuity plan is used for response to an emergency, it would involve time oriented operational phases. These can be categorized as:

- a) Onset – Situation Assessment and Decision to implement some or the entire plan
- b) Moving to Alternate Operations – Working from an alternate location or restriction to essential service delivery
- c) Continuing Alternate Operations – Conducting essential services from an alternate location or at reduced levels
- d) Reconstitution or return to normal service levels and/or at normal locations including salvage, repair, reuse, or re-occupancy

Some emergencies may impact single facility locations while others may impact a single facility and the immediate surrounding area. Some emergencies may impact only the support services to the facility or may be widespread with regional impacts. Implementing procedures in each department annex contain detailed steps to be taken for each of these possible necessities.

When a department or agency does not have sufficient resources to maintain or restore essential services from its own inventory, established contractor network, or through existing mutual aid

agreements, resource requests should be directed to the King County ECC through the appropriate Emergency Support Function in the Operations Section.

As situation assessment is conducted by departments, they should provide such reports to the King County ECC Planning Section as well as to their operating centers and leadership.

Policy decisions should be directed through department channels to the level appropriate for the decision.

Agency Continuity Coordinators will provide the following procedural documents in the construction of their Agency Annexes and Appendices.

Onset

Checklist describing the assessment of impacts to the safety of employees and the agency's ability to continue delivering essential services with criteria for categorizing overall status of essential services as red (service cannot be delivered), yellow (minimal service can be delivered), green (normal service delivery) and procedures describing the reporting process to the department operating center and the King County ECC

Checklist describing the decision making process for use of some or all of the agency's annex or procedures and the specific metrics or trigger points for implementing or escalating measures described in the plan

Procedure describing who will implement warning and notification of employees and the public of the hazard and/or impacts or changes to essential services from implementation of the COOP plan including contingencies if the primary system fails

Procedure for implementing shelter-in-place or evacuation of a location

Procedure directing employees to report to work, alternate work arrangements, recall from leave (telecommute, alt hours, etc.), or other considerations

Procedure describing Emergency Communications and use of GETS, radios, phones, email, cell phones for directing employees and reporting status to senior King County Management and contents of a 'Go Bag'

Moving to Alternate Operations

Procedure for changing to alternate operations or moving to an alternate operational location

Procedure describing the transfer (devolution) of statutory authority and responsibility including announcement to the workforce, contractors, and customers

Demonstrate use of the Incident Command System (ICS) and position organization chart for COOP in departments, divisions, or at each service delivery site

Procedure and timeframe for continuing assessment and reporting of each agency's Essential Service Delivery Status – red (service cannot be delivered), yellow (minimal service can be delivered), green (normal service delivery)

Procedure describing continuing directions for employees to report to work, alternate work arrangements, recall from leave (telecommute, alt hours, etc.), or other considerations

Procedure describing decision points or metrics for escalation or de-escalation of efforts to maintain alternate operations

Checklist identifying closure or discontinuation of emergency operations

Continuing Alternate Operations

Procedures for continuing operations at reduced levels and/or alternate locations including resource requests to the KC ECC for supplies, equipment, or personnel over extended periods. At minimum, these procedures consider contingencies for shortages of personnel, alternate facilities and supporting services, equipment, and processes or procedures needed to continue at least nominal essential service delivery.

Reconstitution/Recovery

The “return to normal service” should really be the reverse of the decision making process already described. When all essential services have returned to “Green” at a location agreed on as the primary service location, these areas are back to normal service. This may require a change to what is defined as normal service levels.

Checklist describing metrics and decision points for initiating and completing a transition from Alternate Operations back to Normal Operations and a primary work location. Procedure describing salvage, repair, reuse, and re-occupancy steps toward a return to normal operations

2.6 Organization and Assignment of Responsibilities

Organization

When activated, the King County ECC will use incident command system organizational concepts for response to and recovery from emergencies as described in the Comprehensive Emergency Management Plan (CEMP).

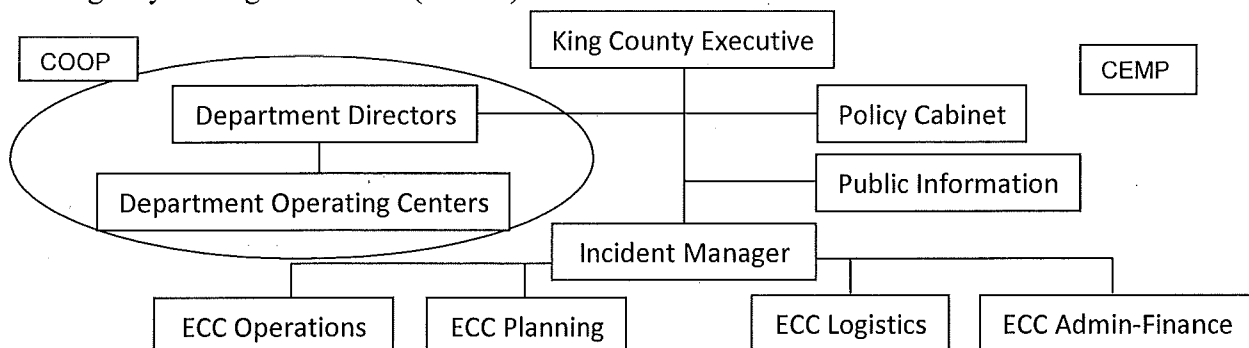


Figure 6 – ICS Organization of the King County ECC and Connection to COOP

Assignment of Responsibilities

All departments and agencies shall:

- Identify a COOP Coordinator for their agency (Preparedness)
- Seek to minimize sources of disruption to essential government services (Mitigation)
- Identify Essential and Critical Services and requirements (Mitigation-Preparedness)
- Identify Key and Essential Employees (Mitigation-Preparedness)
- Maintain equipment needed to implement COOP (Mitigation-Preparedness)
- Assist with develop and maintenance of the Basic COOP Plan (Preparedness)
- Develop and maintain organization specific annexes and associated appendices (Prep)
- Coordinate COOP efforts through EMCC, EMOC, and EMEB (Preparedness)
- Develop and maintain COOP implementing procedures (Preparedness)
- Ensure LOS and delegation of authority is established and current (Preparedness)
- Train, cross train, and test the COOP annually (Preparedness)
- Develop and maintain communications plans (Preparedness)
- Support employee personal preparedness (Preparedness)
- Identify location(s) from which to direct COOP for the agency (Preparedness)
- Identify alternate service delivery location requirements, strategies, and contingencies (Preparedness)
- Ensure the public and employees are informed of plan activation and situation developments (Response)
- Implement the COOP when impacts to service warrants (Response)
- Assess essential and critical service level status (Response)
- Report essential service status (Response)
- Initiate COOP for essential service restoration within 12 hours (Response)
- Initiate COOP for critical service restoration within 4 hours (Response)
- Identify service recovery strategies (Response-Recovery)
- Regain minimum delivery of critical or essential services (Recovery)
- Request resources or assistance for movement to alternate operations or to maintain alternate operations (Response)

King County Executive or his/her designee will:

- Provide leadership for King County Government
- Direct strategic continuity priorities for King County Executive Agencies
- Ensure continuity planning, training, and testing of plans is conducted annually
- Direct movement to alternate operations, where this is warranted
- Direct strategic efforts to continue alternate operations
- Direct strategic maintenance and restoration of essential services
- Keep the public informed of essential service status and county efforts to restore normal essential service levels
- Coordinate with other elected officials to mutually support a return to normal service delivery and to assist with their needs
- Establish policy and communicate decisions to department directors
- Seek resources to maintain critical services and to restore essential services

Separately elected officials will:

- Conduct internal continuity preparedness efforts
- Direct internal continuity efforts for delivery of essential services

Department and Division Directors will:

- Obtain and analyze assessment information from facilities and essential service leads for their department or division
- Report assessment and resource needs to their agency leadership or the King County Executive, as appropriate
- Direct implementation of safety procedures, movement to alternate operations
- Direct Department or Division Operating Center activity
- Make department or division policy decisions and tactical priorities for the department's or division's delivery of essential services
- Notify essential employees and key employees of their work status and obligations

Facility Managers and Essential Service Leads will:

- Assess employee safety and implement safety procedures deemed necessary
- Assess capability and capacity to continue delivery of essential services
- Identify root cause of the disruption of any interrupted essential services
- Report assessment to division leadership or the department operating center
- Implement continuity procedures as directed
- Support continuity preparedness efforts
- Ensure protection of vital records and databases

Communications Director and Public Information Officers will:

- Implement communications plan for keeping the public informed regarding any changes to availability or delivery of essential service levels

COOP Coordinators will:

- Identify Essential Services for their agency
- Identify Essential and Key Employees for their agency
- Identify Critical Facilities for their agency
- Prepare plans and procedures for the agency or division represented
- Coordinate Agency Annex with the COOP Program Manager and other agencies
- Lead the conduct of annual annex and appendix updates
- Lead the conduct of annual testing of the annex, appendices, or procedures
- Prepare and communicate after action reports and corrective action plans to management
- Keep agency leadership informed on COOP efforts

COOP Review Team will:

- Work with the COOP Project Manager
- Review factual contents of agency annexes and appendices
- De-conflict agency assignment of county resources or priorities
- Review drafts of the Basic Plan, its annexes and appendices and make recommendations

COOP Project Manager will:

- Identify COOP standards for format and content
- Work with COOP Coordinators in the development of COOP Annexes, Appendices and procedures and other documents
- Work with COOP Review Team
- Draft and revise the county basic COOP Plan and basic appendices

Key Employees and Essential Employees will:

- Obtain training and cross training on their assignments, agency annex, appendices, and implementing procedures
- Participate in drills and exercises as directed
- Endeavor to be personally prepared for emergencies
- Be available and respond when available and requested

Level 3 employees will:

- Obtain directives for work assignments from agency leadership

Alternate Site Teams will:

- Implement COOP assignments as directed
- Assess and/or prepare a designated alternate work site prior to arrival of other essential and key employees
- Report any alternate work site deficiencies to agency leadership as directed by agency procedures

2.7 Direction, Control and Coordination

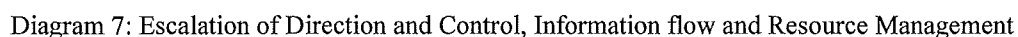
The King County Executive's Office provides leadership, policy guidance, and operational oversight that support the departments and agencies of King County Government in their efforts to deliver essential services to the public and to those in the care of county government in a fair and just manner. These include the following agencies: Departments of Adult and Juvenile Detention, Community and Human Services, Development and Environmental Services, Executive Services, Natural Resources and Parks, Public Health, Transportation, and Information Technology. Each department has their own annex to the King County COOP.

Authority to prioritize and direct emergency efforts is the responsibility of the King County Executive under King County Code 12.52 but may be delegated to department directors. Where the King County Executive is unavailable to fill that role, authority may devolve to his/her line of succession as designated in AEO 8-1-30 and subsequent revisions as provided under King County Code 2.56. The King County Executive or his/her designee will direct use of available resources, request assistance, and provide policy direction under that statutory authority. The County Administrative Officer is designated as the emergency manager for the county.

The Office of Emergency Management (OEM) Duty Officer is the point of contact until the Regional Communications and Emergency Coordination Center (RCECC) has been activated with appropriate Operational ESFs and the Logistics Section. Until that point, the department operating centers will work directly with their internal personnel and resources, regional municipal counterparts, and contractors, briefing the King County OEM Duty Officer,

Once the RCECC has been activated with appropriate Emergency Support Function (ESFs), contact with the RCECC from King County Department Operating Centers will be to the main RCECC email, radio talk group, or phone number to be directed to the appropriate combination of the logistics, planning, or operations (ESFs) sections for their action. Appropriate task forces may be formed between subject matter experts from the ESF(s) and the Logistics Section or the Planning Section(s). Someone from the RCECC task force will communicate back to the department with questions or information regarding the request, situation document, request status, or actions that may be needed. RCECC Logistics will fill resource requests as they are able. Resource shortfalls will be communicated by the Logistics Section to the RCECC Incident Manager who may brief the County Administrative Officer, the King County Executive and the Emergency Management Team. See Diagram 7 below.

Under a County Proclamation of Emergency, King County may request assistance from the State of Washington or sources outside King County. If prioritization of scarce resources inbound to the county is needed, the action may be elevated to a regional strategic policy body that is facilitated by the King County Executive. The Regional Policy Group is comprised of impacted municipalities and the county. See Diagram 7 below.



2.8 Information Collection, Analysis, and Dissemination

The documentation of actions taken by the executive, departments, and separately elected officials will occur throughout the emergency. Issues that will be recorded may include expenditures made, changes to employee work assignments, reporting these actions and the status of essential service delivery or emergency reconstitution operations, and the dissemination of information to the public and to employees. These documents will be generated at intervals driven by the circumstances and duration of the emergency. Information may be collected by departments and divisions at their (service) operating center(s) or other entities through methods described in the agency's implementing procedures. These implementing procedures are found as appendices to the agency's annex to this plan.

Analysis of information may occur in the Planning Section of the King County ECC and/or by the Department Director, his/her designee, or in the department operating center.

Where there has been an impact to the capability or capacity of an agency to continue delivery of an essential service, continued access to vital records and databases may be needed from alternate sites. Restoration of this access will be prioritized against other competing needs as are dictated by circumstances of the emergency.

2.9 Communications

Communications supports safety and the coordination of response and recovery efforts through the dissemination of warning, notification, decisions, and service status reporting to leadership, employees, or the public. Each agency will provide a communications plan that covers at least each of the issues listed here. The communications plan, including contingencies, appears as an appendix to the agency's annex to this plan.

2.10 Administration, Finance, and Logistics

The administration of the Basic COOP plan for King County will be done by the COOP Project Manager while administration of the Annexes and related documents will be done by the designated COOP Coordinator for that agency. Each agency will retain budgetary responsibility for the development and maintenance of their annex and procedures as well as any 'go bags', equipment, or supplies purchased to support their COOP assignments and essential services.

Documentation of an Emergency Proclamation that may be issued by the King County Executive will be maintained by the King County Office of Emergency Management through the activation of the King County Emergency Coordination Center. Emergency spending authority for implementation of the COOP basic plan, its annexes or appendices may be available through the Emergency Proclamation of the King County Executive.

Access to, protection of, and backup of Vital Records and Databases is the responsibility of one of the following:

- Agency with normal storage and control of those documents
- KCIT, Department of Information Technology
- Records and Licensing Division of the Department of Executive Services

Protection of hardware and software systems is the responsibility of the management of the location where the hardware is located in conjunction with designated key employees from the KCIT, Department of Information Technology.

Identification and designation of Alternate Work Site requirements is the responsibility of the agency delivering the essential service. Agreements for space and services or amenities available at the alternate location should be coordinated with King County Facilities Management.

Supplies that may initially be needed by a relocating agency to maintain an essential service at an alternate site are the responsibility of the agency. When there are insufficient resources to accommodate all county needs, the King County Executive or his/her designee will prioritize distribution of additional emergency assistance, supplies or service support that may be requested through the King County ECC.

The availability and source of alternate site security will be very dependent on the emergency and the scope of impacts. Requests for acute security needs should be placed to 9-1-1. Ongoing security needs may require a request to the King County ECC for prioritization by the King County Executive and his/her policy advisors. When security is necessary for facility or employee safety, availability or lack of availability of security may be a determining factor in the continuation of service delivery at that location.

Pre-planning for emergency transportation, parking, lodging, food or other support for essential service delivery is the responsibility of the agency delivering the essential service. Where costs exceed normal budgeted levels, emergency procurement under the King County Executive's Emergency Powers (with an emergency proclamation) may be needed. When unexpected supplies and resources are needed, resources should be requested from the appropriate emergency support function in King County ECC through the department's operations center. Department leadership approval for requests may be needed for processing of the request.

Documentation of emergency expenses incurred while the agency is conducting alternate site delivery of the essential service should be done by each department. A roll up of emergency expenses may be conducted by the King County ECC in an effort to obtain federal and/or state reimbursement for some portion of eligible expenses.

Policies related to the direction of continuity operations will be made and documented at the division, department, or with the King County Executive as may be appropriate.

2.11 Plan Development and Maintenance

Each department and agency of separately elected officials will designate a COOP Coordinator to develop and maintain their annex and appendices to this plan. The drafts and revisions of each department document will be reviewed by the COOP Review Team for consistency and to de-conflict planning assumptions or expectations. The COOP Review Team will be comprised of at minimum, a representative of: KCIT, Department of Information Technology, Transportation, Facilities Management, Human Resources, and the Office of Emergency Management.

The COOP Basic Plan, Annexes, and Appendices will be reviewed and updated annually. Updates to the line of succession documents, list of key and essential employees, critical and essential functions, and alternate facilities should include the date on which they were replaced or updated.

Annual orientation to the plan with performance based training will be conducted for department and division personnel listed in the line of succession or listed as essential employees. Cross training of employees – both vertical and horizontal – will be conducted as a contingency to their availability for emergency assignments.

The county will conduct an annual scenario based, objective driven testing of plan implementation, alternate sites, evacuation and relocation, decision making, and development of HSEEP after action reports. Corrective action plans and tracking implementation of corrective action plan assignments will be part of expected annual deliverables.

Section 3: Appendices to the Basic Plan

Appendix 1: Definitions

Appendix 2: Acronyms

Appendix 3: Authorities and References

Section 4: Individual Department Annexes

4.0 King County Executive's Offices including: Office of Labor Relations and the Office of Performance and Strategy, and Budget

4.1 Department of Executive Services including: the County Administrative Officer, Finance and Business Operations Division, Facilities Management Division, Human Resources Division, Office of Civil Rights, Office of Emergency Management, Office of Risk Management, Records and Licensing Division, Board of Ethics, Alternate Dispute Resolution, and the Business Resource Center

4.2 KCIT, Department of Information Technology including: Customer Service Division, Business and Finance Support, Project Management Office, and Operations and Business Solutions Division

4.3 Department of Community and Human Services including Community Services, Mental Health, Developmental Disabilities, and the Office of the Public Defender

4.4 Public Health – Seattle and King County including Administration, Prevention, Environmental, Community Health, Emergency Medical Services, and Correctional

4.5 Department of Natural Resources and Parks including Administration, Solid Waste, Waste Water, Water and Land, Parks, GIS

4.6 Department of Transportation including the Director's Office, Transit, Roads, Fleet, Airport

4.7 Department of Development and Environmental Services including the Director's Office, Admin, Building Services, Land Use, and the Fire Marshal

4.8 Department of Adult and Juvenile Detention including Administration, Seattle Division, Kent Division, Juvenile Division, and Community Corrections

4.9 Department of Judicial Administration including Court Services, Finance and Information, Regional Justice Center, Courts and Data Administration, and Juvenile

4.10 King County Sheriff's Office including Policy Direction, Criminal Investigation, Field Ops, Technical Services, Special Operations

4.11 District Courts including the Office of the Presiding Judge, Probation, divisions
4.12 Superior Courts – Clerk of the Court, Court Commissioners, Chief Admin Officer, Juvenile Ct Services, Court Ops, RJC, Social Services
4.13 Prosecuting Attorney's Office including Civil Division, Criminal Division, Management and Administration, Fraud Division, and Family Support
4.14 Assessor's Office including Information Services, Accounting, Residential Appraisal, Commercial and Business
4.15 King County Council including Council Admin, Ombudsman, Auditor, Hearing Examiner, Law Enforcement Oversight, King County TV, Board of Appeals
4.16 Elections

Appendix 1: Definitions

The following represent the professional terms used in the King County Continuity of Operations Basic Plan. Additional terms specific to the many disciplines represented by the diverse King County departments and agencies are found in the corresponding appendices to those annexes of this plan.

800 MHz radio – In King County, this is the trunked radio system in general use by fire, police, EMS, and many King County Departments for tactical operations direction.

Accountability – Refers to any activity in which responsibility for a measurement is needed. Usually, in respect to evacuation activity where the safety of employees, visitors, contractors, and others may need to be assured through roll call documentation.

Active Shooter – Refers to an unrestrained intruder with a firearm at a location.

After Action Report – The report that captures a summary of the activities or actions during an emergency or simulation of an emergency as well as the analysis and corrective actions identified for improvements.

Agency Mission Statement – This is the statement that captures the essence of an agency's goals and objectives for service delivery.

All Hazards – Usually refers to a procedure, plan, or training being applicable to any scenario

All Hazards Emergency Response Manual – (HRD and OLR, November 2011) – Human Resource guidance for Labor relations, alternative work arrangements, contingency workforce, special duty assignments, volunteer services, and similar topics.

Alternate Operations – When impacts from an emergency or disaster have impacted normal government business operations, an agency may be obligated to change the capacity or location of service delivery.

Alternate Power Source – When normal commercial power generation and or transmission have been interrupted, an alternate source of power may be used to continue some elements of alternate operations. Most commonly, this refers to use of generator power.

Alternate Site Setup Team – When an agency determines the need to move to an alternate work site a team of people may be dispatched to the new location to assess the operational status of the new location and or prepare it for receiving a workforce before the workforce is dispatched to that site.

AMP – An Ampere is a unit of electrical current.

Automated Support – Automated Support usually refers to software, computers, server, and printer infrastructure as productivity enhancing tools in the workplace.

Backup Power – Backup Power is similar to alternate power source as onsite generator power but may also include battery backup power as in UPS (uninterruptible power source/system).

Call taker – Refers to a trained professional working in a 9-1-1 center who takes calls from the public and routes the calls to the appropriate dispatcher or dispatch agency.

Civil Unrest – Are sometimes called riots but may also include large protests and demonstrations, like WTO (World Trade Organization) meeting in Seattle 1999.

Comprehensive Emergency Management Plan – This plan describes the expected actions of government and first responders to provide emergency services like sheltering, emergency feeding, evacuation, and similar efforts.

Communications Plan – The plan that describes strategic and tactical emergency communications systems and procedures including warning and notification efforts.

Congregation Point – Also known as ‘rally point’ it is the pre-designated location where building evacuees gather to be accounted for.

Constitutional Requirements – Some obligations of government include requirements addressed in the United States and Washington State Constitutions. Despite the impacts of an emergency, these requirements remain unless specifically amended for proclaimed or declared emergencies.

Contingency – An alternative solution usually in emergencies.

Contingency Plan – The plan that outlines pre-defined alternatives for anticipated impacts resulting from emergencies.

Continuity of Operations Template – The COOP template is a federal document recommending plan structure and content for continuity of operations efforts. The template closely follows CPG 101 recommended structure for emergency planning.

Contractor – Temporary worker hired by King County government.

COOP, Phases of – Implementation of continuity plans evolves with time as emergency impacts are felt by county government. Most efforts at continuity planning assign time oriented phases to plan implementation: Onset or Assessment and Decision Making, Movement to Alternate Operations, Continuing Conduct of Alternate Operations, and Reconstitution or return to normal operations.

COOP Coordinator – The person assigned to develop continuity plans and procedures for a department, division, or other King County agency

COOP Program Manager – The person coordinating the preparedness efforts of all King County COOP Coordinators.

COOP Review Team – The team of subject matter experts reviewing submitted continuity planning materials from the departments, divisions, and agencies of King County government.

Corrective Action Plan – The plan that describes improvement measures, their objectives, person assignment, and due date as identified in any emergency plan.

Critical Facilities – Tangible infrastructure that is needed to deliver critical government services. This may include buildings, pipelines, or other fixed location assets.

Critical Functions – Also known as Critical Services, this refers to government deliverables that when suspended for less than 24 hours may cause direct impacts to lives, safety, or health of a served population.

Critical Service – See Critical Function, above

Cross Training – Preparedness and mitigation strategy for vertical and horizontal training of personnel to temporarily fill in for other essential personnel until permanent replacements can be assigned.

Decision Matrix – A predefined list of objective metrics or criteria that would result in a decision to take emergency measures or implement some or all of an emergency plan or procedure.

Delegation of Authority – A pre-emergency document that describes who may exercise specific authorities and under what conditions those authorities and obligations may be exercised by a person designed in the organization’s line of succession.

Dependent Population – A Dependent Population is any human population that directly relies on government for delivery of services supporting life, safety, or health. Adult and Juvenile Detention populations are examples.

Detention Facility – Adult and Juvenile Detention Facilities or jails are locations that secure, house, and care for persons held in custody under a legal requirement.

Devolve or Devolution – Devolution is the act of transferring or assigning rights powers, or authorities to someone other than a mandated authority, usually a subordinate.

Dispatcher - Refers to a trained professional working in a 9-1-1 center who directs first responders to assist members of the public requesting emergency needs.

Drill – A drill is a method of testing emergency procedures.

Economic Stability – Economic stability refers to actions taken to support the local economy from impacts of an emergency to the community.

Emergency Powers – Government identifies special emergency powers for use when an emergency proclamation has been issued. These may include curfew, spending authority, or business closures for the duration of the emergency. For King County these include but are not limited to K.C.C. 2.56, 4.16, and 12.52.

Emergency Services – Emergency Services may refer to police, fire, or emergency medical services or may include sheltering, evacuations, flood fighting, or other services and actions taken by government in emergencies.

Environmental Protection – Steps taken by government agencies or private sector contractors to minimize or reverse impacts to the environment from any emergency.

Equity and Social Justice – Equity and Social Justice refers to the initiative taken by King County Executive to identify and eliminate social barriers to equity in the workplace by identifying the source of inequities in the community.

Escalation Points – For the purpose of continuity planning, escalations points exist when assessment of essential service performance metrics or criteria reach predefined decision points and there becomes a need to take additional measures to ensure continued delivery of essential services.

Essential Functions – Those functions stated or implied that are required to be performed by statute or Executive Order, exercise of civil authority, maintain the safety, health, and well-being of the general populace or those under the care or control of King County Government and to sustain the industrial and economic base in an emergency, mitigate conditions that adversely affect the social order and environment or other functions deemed essential by the heads of principal organizational elements.

Essential Personnel – Essential employee" shall mean an employee designated by their department leadership who provides for and maintains the functions of county essential services. For the King County Government essential personnel have been segmented into four categories: First Responders, Level 1 Essential Personnel, Level 2 Personnel, and Level 3 Personnel. See each below.

Essential Services – see Essential Functions above.

Essential Service Lead – Any person designated as the decision maker for the delivery of an essential service. This may be a unit manager or division director.

Evacuation – The movement of a population to a safe location when their lives are acutely threatened from impacts of an emergency.

Fire Suppression – Fire Suppression refers to any system – passive or active – that breaks the fire triangle by a) removing the source of fuel, b) reducing the temperature below the ignition point, or c) removing the source of oxygen.

First Responders – First Responders are employees who directly protect lives, property, (or) evidence, and/or who provide for the restoration of civil order. First Responders directly provide critical service capability and capacity.

Go Bag – Also known as a ‘drive away’ kit may contain items needed to re-establish minimum operations at another location. The kit may easily be carried from a threatened area if an evacuation is necessary. Items may include but are not limited to vital records, communications devices, personal supplies, charge cards, maps and other items.

Handicap Parking – Handicap Parking refers to pre-designated parking spaces for persons with officially issued Handicap Parking authorization.

Harborview (Medical Center) – The only Level 1 Trauma Center in the Northwest, it is the location from which the King County Medical Examiner operates.

Hazardous Materials – A hazardous material is any material that may cause injury or death when outside its container or intended use. Most often these are explosives, gases, flammable, toxic, radioactive, or corrosive chemicals or substances.

Human Resources Division – King County Human Resources Division of the Department of Executive Services is dedicated to: “deliver timely, consistent and effective human resource services to county agencies in a manner that simultaneously meets their business needs and maintains the integrity of the human resource systems” HRD mission statement.

Interpreter – A person qualified to translate for people with English as a second language

Key Personnel – A person with specific authorities, training, credentials, or licensing needed to perform a particular essential service.

Landline – Traditional telephone service infrastructure. Usually, that hardware used by private service user where access is through cabling.

Level 1 Essential Personnel – Employees who provide for and maintain the essential functions of county services or support first responders. Essential Personnel must report to work when an emergency has been proclaimed.

Level 2 Personnel – Employees who have the skills and abilities to perform functions in the furtherance of the county’s business continuity which may not be critical to the county’s emergency response. Level 2 personnel may be required to report to their worksite or an alternate worksite when an emergency has been proclaimed.

Level 3 Personnel – Employees who have the skills and abilities to perform non-critical functions in regards to day-to-day work of the county.

Life Safety – Life Safety refers to any condition if unmitigated that may threaten to injure or kill a person or prevent such injury or death from occurring.

Line of Succession – Line of Succession refers to the official designation and order of assignment to specific people or positions to act in an authorized capacity when the primary person of authority is unavailable to implement specific responsibilities.

Manmade Disaster – Any emergency impact that originates from the identifiable deliberate or negligent actions of a human being is a Manmade Disaster.

Metrics – Metrics are any quantifiable criteria by which a situation can be measured.

Mitigation – Mitigation is any effort to reduce or eliminate the probability of an event from occurring or for minimizing the impacts from an incident before the incident occurs.

Movement to Alternate Operations – Movement to Alternate Operations may mean either physical movement to an alternate location from which operation of an essential service may resume or a change to restrict normal operations at the primary work location.

Non-essential Personnel – Personnel not required to conduct essential services is non-essential personnel.

Non-essential Services – Those services that do not contribute to the protection of lives, health, safety, property, civil authority, or the economic base are referred to as non-essential services.

Notifications – Notifications are communications identifying actions that are taking place or may take place in response to an emergency where the recipient is not threatened by the actions or impact of the emergency.

Onset (of the incident) – Onset refers to the initial time when an incident has occurred. During the onset of an incident, assessment of the impacts from the emergency are collected and decisions are made for the need to implement steps to respond.

Pan Flu or Pandemic Flu – A flu pandemic occurs when a new influenza virus emerges from which people have little or no immunity and for which there is no vaccine. The disease spreads easily person-to-person, may cause serious illness, and can sweep across the country and around the world in a very short time.

Personal Preparedness – Personal Preparedness includes steps to support normal life for a time without public services. Usually, this includes steps to have food, water, medicines, clothing, money, and other basics available for at least three day. It also includes having plans for yourself and your family like evacuation or fire plans, should an emergency require such steps. Lastly, it includes getting training in first aid, CPR, or other basic medical skills.

Preparedness – Preparedness includes development of plans and procedures, conducting or receiving training on emergency plans and procedures, and conducting tests of those plans, procedures, and training to ensure assumptions and contingencies are effective.

Proximity Card – A proximity card is a portion of a security system that may allow or deny access to a person to a restricted area.

Rally Point – Also called a congregation point, a rally point is a pre-designated location where people gather when a building or site has been evacuated.

Reconstitution – Reconstitution is the process of returning to normal business operations from an alternate work location or alternate operations.

Recovery – Recovery is one of the four phases of emergency management referring to efforts to return to normal function, capability, and capacity.

Recovery Strategies – Recovery Strategies may include steps to return to normal operational capability and capacity or may include steps to improve resilience to impacts from disasters.

Regional Hazard Mitigation Plan – The Regional Hazard Mitigation Plan describes the hazards to which the county is vulnerable and steps being taken to reduce the impact from those hazards.

Regional Justice Center – The Regional Justice Center is a facility in the City of Kent that serves as one of two locations where adult inmates are housed.

Regional Public Information Network – The Regional Public Information Network is a service that provides breaking news and developments to subscribers via email and website postings.

Response – Response refers to the actions taken to implement emergency plans and procedures when an emergency has occurred.

Root Cause (analysis) – Root-Cause Analysis is the process of solving problems by discovering ‘why’. Example: Why didn’t the car start? The car’s battery was dead. Why was the battery dead? The lights were left on. Solution: ensure car lights are off before leaving the vehicle.

Sabotage – Sabotage usually refers to acts of a trusted person to damage or hamper normal operations at a location. It is related to terrorism and other illegal acts.

Separately Elected Officials – King County Elections, the King County Sheriff, some judges, the King County Assessor, the King County Council, and the King County Executive are all separately elected officials holding public office in King County.

Service Level Agreements - A service-level agreement (SLA) is a contract between a network service provider and a customer that specifies, usually in measurable terms, what services the

network service provider will furnish. Many Internet Service Providers provide their customers with an SLA.

Shelter in Place – Shelter in Place is a term usually used as an alternative to evacuation where moving from the relative protection of a structure may expose people to a greater exposure to a hazard, often a hazardous materials release.

South Treatment Plant – The South Treatment Plant is one of three waste water treatment facilities operated by King County.

Surface Street – A surface street is a roadway usually maintained by a city or county without a highway designation and usually servicing a business or residential neighborhood.

Tabletop Exercise – Also, Tabletop Discussion is a means of testing the validity and effectiveness of a plan.

Tactical – Tactical actions are those that are short term or make small contributions to a larger or more important goal.

Technology Failure – Technology Failure may refer to power, information systems, security systems, or failure of some other infrastructure that relies on complex electronic networks to remain operational.

Telecommute – Telecommuting involves working from a location other than a traditional office or work site. It most often refers to operating from a cell phone and networking from a remote location to the traditional work site.

Three Days, Three Ways – Three Days, Three Ways refers to a personal preparedness program focused on having people able to maintain somewhat normal lives without public services for at least three days.

Tier 4 Essential Functions – Tier 4 Essential Functions are the top priorities of King County government when continuity of government operations is interrupted. Tier 4 Essential Functions were first described in the Pandemic Flu Plan in 2005.

Trigger Points – Trigger Points are developed from identifying essential services and those dependences identified to maintain at least minimum operation of a particular essential service. When a trigger point is reached, the essential service can no longer continue to be delivered at a described minimum level.

Unincorporated King County – The entire portion of King County outside the established boundaries of the thirty nine cities in the county

Vital Records – Electronic and hardcopy documents, references, and records that are needed to support essential functions during a disruption of normal operations. The two basic categories of vital records are 1) emergency operating records and 2) rights and interests records

Warning – Communications to a population of an impending or potential impact from a hazard.

Appendix 2: Acronyms

The following acronyms represent the contractions commonly used in the King County Continuity of Operations Basic Plan.

ACO - Administration Coordination also known as AEO
ADA – Americans with Disabilities Act – 1990 as amended
AEO – Administration Executive Order
CAO – County Administrative Officer
CEMP – Comprehensive Emergency Management Plan
CGC 1 – Continuity Guidance Circular
COB – Close of Business
COOP – Continuity of Operations Plan
CPG 101 – Comprehensive Planning Guide
CPR – Cardiopulmonary Resuscitation
DES – Department of Executive Services
DNRP – Department of Natural Resources and Parks
DOC – Department Operating Center
DOT – Department of Transportation
ECC – Or KC ECC, the Emergency Coordination Center
EMCC – Emergency Management Coordinating Council
EMEB – Emergency Management Executive Board
EMOC – Emergency Management Operations Cabinet
EMS – Emergency Medical Services
ESF – Emergency Support Function
Fax – Facsimile, analogue system for transmitting documents over telephone lines
FCR – Federal Code of Regulations
FOIA – Freedom of Information Act
FOUO – For Official Use Only
GETS – Government Emergency Telephone System
HRD – Human Resources Division
HSEEP – Homeland Security Exercise Evaluation Program
HVAC – Heating, Ventilation, and Air Conditioning
ICS – Incident Command System
KCIT – King County Information Technology
MOA – Memorandum of Agreement
MOU – Memorandum of Understanding
NIMS – National Incident Management System
OLR – Office of Labor Relations
POC – Point of Contact
RCW – Revised Code of Washington
RJC – Regional Justice Center
RPIN – Regional Public Information Network
SLA – Service Level Agreements
UPS – Uninterruptable Power Supply
WAC – Washington Administrative Code

Appendix 3: Legal Authorities and References

The following represent the primary legal authorities and references used in the construction of the King County Basic COOP Plan

King County Charter as amended 1997

K.C.C. 1.24 Council Rules and Order of Business

Section K.C.C. 1.24.017 King County Council Succession - council chair

In the event of the inability of the council chair to serve in that capacity, the following order of succession shall be observed:

A. Vice chair;

B. Remaining councilmembers in order of their seniority of service cumulatively in county elective office and state legislative office. (Ord. 16751 § 2, 2010; Ord. 16362 § 3, 2009).

Section K.C.C. 1.24.035 Rule 4 Meetings

b. Whenever, due to an emergency, as defined in K.C.C. 12.52.010, it is imprudent, inexpedient or impossible to conduct the affairs of the council at the regular or usual place or places, the council may meet at any place within or without the territorial limits of the county on the call of the chair or any two members of the council. After an emergency relocation, the affairs of the council shall be lawfully conducted at the emergency location for the duration of the emergency.

Section K.C.C. 1.24.145 Rule 15 Quorum and Voting, standard, emergency

2. In the event that an emergency, as defined in K.C.C. 12.52.010, reduces the number of councilmembers, then those councilmembers available and present for duty have full authority to act in all matters as the county council. Quorum requirements for the council shall be suspended for the period of the emergency, and where the affirmative vote of a specified proportion of the council is required for approval of an ordinance or other action, the same proportion of those councilmembers available shall be sufficient. As soon as practicable thereafter, the available councilmembers shall act in accordance with the charter and state law to fill existing vacancies on the council.

3. Members participating by telephone or other electronic means as allowed under subsection B.4. of this section are present for quorum purposes. The clerk of the council, in consultation with the chair, shall establish authentication and operating procedures, which must comply with all state and county laws regarding open public meetings. It shall be noted in the minutes when members participate by telephone or other electronic means.

4. Members may participate and vote in council meetings by telephone or other electronic means under the following circumstances:

a. in the event of an emergency, as defined in K.C.C. 12.52.010

K.C.C. 2.56 Emergency Management

Section 2.56.060 Continuity of government

In the event of a disaster, it is essential to assure continued operation of county government, to preserve and protect records essential to the continued functioning of county government, and to provide for the appointment of temporary interim successors to the elected and appointed offices of the county.

A. Office of the Executive. In the event that a vacancy exists or occurs in the office of the executive during or immediately following the occurrence of a disaster requiring the execution of the county's emergency management operations plan, the powers and duties of the office of the executive, subject to the provisions of the King County Charter, shall be exercised and discharged by a temporary interim successor designated pursuant to executive order.

B. Council business during an emergency will be conducted pursuant to K.C.C. 1.28*.

C. Other Elected Officials. Elected officers of the county, other than the executive and county councilmembers, are authorized and directed to designate temporary interim successors to the office of such officer in the event a vacancy occurs during an emergency caused by a disaster.

D. Appointed Officers. The executive shall, subject to rules and regulations that the executive may adopt, permit each appointed officer of the county to designate temporary interim successors in the event a vacancy occurs during an emergency caused by a disaster.

E. Termination of Succession. Any county officer succeeding to an office on a temporary interim basis pursuant to this chapter shall exercise and discharge the duties and powers of that office as prescribed by the charter or by ordinance only until such time as a regularly appointed successor is designated by the customary means.

1. Successors to fill vacancies in elective offices shall be appointed by the council pursuant to Section 680 of the King County Charter and the state constitution until a permanent successor is duly elected and qualified.

2. Successors to fill vacancies in appointed offices shall be made by the executive, or other authorized officer, subject to the confirmation process where applicable. (Ord. 12163 § 9, 1996; Ord. 12075 § 17, 1995)

K.C.C. 4.04 Budget Reporting System

Section 4.04.025 Biennial budgeting - authorized - review and modification - emergency appropriation ordinances. In accordance with Section 405 of the King County Charter and in lieu of adopting an annual budget, the council shall adopt a biennial budget for such county funds as the council may determine. For these funds there shall be a midbiennium review and modification for the second year of the biennium. The council may adopt additional and emergency appropriations ordinances for any such fund or funds in the same manner and subject to the same conditions as otherwise provided in the charter. (Ord. 15545 § 1, 2006).

K.C.C. 4.16 Procurement Procedures for Public Contracts

Section 4.16.050 Emergency purchases

A. In the event of an emergency, as defined in K.C.C. 12.52.010, the executive may issue a determination of emergency or proclaim an emergency pursuant to K.C.C. chapter 12.52 reciting the facts constituting the same. Upon issuance of such a determination or proclamation the executive may issue a waiver of the requirements of K.C.C. chapters 4.04, 4.16, 4.18, 12.16 and 12.18 with reference to any contract relating to the county's lease or purchase of tangible personal property or services, contracts for public works as defined by RCW 39.04.010, or to the selection and award of professional and/or technical service consultant contracts. Such waiver shall continue in force and effect until terminated by order of the executive or action by the council by ordinance. However, waivers for contracts entered into, that combined, encumber funds either in excess of two hundred fifty thousand dollars, or in excess of appropriation shall be subject to subsection B. of this section.

An emergency waiver of the requirements of K.C.C. chapters 4.18, 12.16 and K.C.C. 12.18.095, pursuant to this section, shall not amend the annual utilization goals unless the emergency makes it impossible to achieve the annual utilization goals. The executive shall report, in detail, such emergency expenditures to the county council within forty-five days of determining an emergency.

B. Waivers for contracts, which combined for each emergency, exceed two hundred fifty thousand dollars, or are in excess of appropriation shall be forwarded to the clerk of the council no later than 10:00 a.m. the second business day after it is issued. Such waiver shall continue to have force and effect until terminated by order of the executive or action of the council by ordinance, or until it expires, which shall be ten calendar days after there have been contracts entered into, which combined, encumber funds either in excess of two hundred fifty thousand dollars, or in excess of appropriation. The council, by motion, may extend a waiver beyond the ten-day period above.

C. In the event a waiver authorized under this section expires or is terminated, no further contracts or purchases may be made without complying with the non-emergency contracting provisions of K.C.C. chapters 4.04, 4.16, 4.18, 12.16 and 12.18. Any contract entered into under the authority of this section shall contain provisions allowing the county to terminate the contract for convenience or as a result of the expiration or termination of an emergency waiver as provided in this section. Such contract termination provisions shall authorize the county to pay the contractor only that portion of the contract price corresponding to work completed to the county's satisfaction prior to termination, together with costs necessarily incurred by the contractor in terminating the remaining portion of work, less any payments made before termination.

D. Reasonably necessary expenditures to respond to the emergency caused by fire, flood, explosion, storm, earthquake, epidemic, riot, insurrection, or for the immediate preservation of order or of public health or for the restoration to a condition of usefulness of any public property, the usefulness of which has been destroyed or where delay will result in financial loss to the county, or for the relief of a stricken community overtaken by such occurrences, that are directly associated and reasonably limited to stabilizing or repairing the public health, safety, interest, or property of the county that resulted in the emergency will not result in contracts or purchases being null and void, notwithstanding the lack of an appropriation. If the responsible director determines that the expenditures were made in excess of an appropriation, the executive will request an appropriation, specifying the source of funds. (Ord. 16639 § 1, 2009: Ord. 12163 § 2, 1996: Ord. 11788 § 2, 1995: Ord. 10581 § 3, 1992: Ord. 6172 § 11, 1982: Ord. 4551 § 6, 1979: Ord. 3441 § 5, 1977)

K.C.C. 12.52 Emergency Powers

Section 12.52.010 Definitions

The following definitions shall apply in the interpretation and implementation of this chapter:

A. "Emergency" or "disaster" means an event or set of circumstances such as fire, flood, explosion, storm, earthquake, epidemic, riot or insurrection, that demands the immediate preservation of order or of public health or the restoration to a condition of usefulness of any public property, the usefulness of which has been destroyed or where delay will result in financial loss to the county or for the relief of a stricken community overtaken by such occurrences or which reaches such a dimension or degree of destructiveness as to warrant the executive proclaiming a state of emergency pursuant to K.C.C. 12.52.030. "Emergency" or

"disaster" also includes the potential for flooding arising out of the diminished capacity of the Howard Hanson dam.

B. "Emergency management" means the preparation for and carrying out of all emergency functions, other than functions for which the military forces are primarily responsible, to mitigate, prepare for, respond to and recover from emergencies and disasters and to aid victims suffering from injury or damage resulting from disasters caused by all hazards, whether natural or human-made, and to provide support for search and rescue operations for persons and property in distress pursuant to the provisions of chapter 38.52 RCW.

Section 12.52.030 Powers delineated

The executive shall see that the Washington State laws and ordinances of King County are enforced, and shall direct and control all subordinate officers of the county; except insofar as such enforcement, direction and control is by King County Charter reposed in some other officer or board, and shall maintain the peace and order in King County.

A. Whenever an emergency or disaster occurs in King County and results in the death or injury of persons or the destruction of property, or involves the potential for flowing [flooding] arising out of the diminished capacity of the Howard Hanson dam, to such an extent as to require, in the judgment of the executive, extraordinary measures to protect the public peace, safety and welfare, the executive may forthwith proclaim in writing the existence of such an emergency.

B. Upon the proclamation of an emergency by the executive, and during the existence of such emergency, the executive may make and proclaim any or all of the following orders:

1. An order recalling King County employees from vacation, canceling days off, authorizing overtime, or recalling selected retired employees;
2. An order waiving the requirements of K.C.C. 4.04, 4.16, 4.18, 12.16 and 12.18.095 with reference to any contract relating to the county's lease or purchase of supplies, equipment, personal services or public works as defined by RCW 39.04.010, or to any contract for the selection and award of professional and/or technical consultant contracts. Provided, however, that an emergency waiver of the requirements under K.C.C. 4.18, 12.16 and 12.18 shall not amend the annual utilization goals unless the emergency makes it impossible to achieve the annual utilization goals.

King County References

1. **King County Pandemic Flu Plan**, version 16, December 2010, Public Health – Seattle and King County
2. **All Hazards Emergency Response Manual**, Human Resources and Office of Labor Relations, November 2011
3. **ACO – 8-1-30 (AEO)**, Line of Succession for the King County Executive, April 8, 2011
4. **King County Strategic Plan**, May 1, 2010

Washington State Regulations

RCW 40.10

Section 40.10.010 Essential Records

In order to provide for the continuity and preservation of civil government, each elected and appointed officer of the state shall designate those public documents which are essential records of his or her office and needed in an emergency and for the reestablishment of normal operations after any such emergency. A list of such records shall be forwarded to the state archivist on forms prescribed by the state archivist. This list shall be reviewed at least annually by the elected or appointed officer to insure its completeness. Any changes or revisions following this review shall be forwarded to the state archivist. Each such elected and appointed officer of state government shall insure that the security of essential records of his or her office is by the most economical means commensurate with adequate protection. Protection of essential records may be by vaulting, planned or natural dispersal of copies, or any other method approved by the state archivist. Reproductions of essential records may be by photo copy, magnetic tape, microfilm, or other method approved by the state archivist. Local government offices may coordinate the protection of their essential records with the state archivist as necessary to provide continuity of local government under emergency conditions.

RCW 42.14 Continuity of Government Act

Section 42.14.010 Definitions

Unless otherwise clearly required by the context, the following definitions apply:

- (1) "Unavailable" means either that a vacancy in the office exists or that the lawful incumbent of the office is absent or unable to exercise the powers and discharge the duties of the office following an attack and a declaration of existing emergency by the governor or his successor.
- (2) "Attack" means any acts of warfare taken by an enemy of the United States causing substantial damage or injury to persons or property in the United States and in the state of Washington.

Section 42.14.070 Officers of Political Subdivisions

The legislative authority of each political subdivision, subject to the provisions of this chapter, shall adopt rules and regulations providing for appointment of temporary interim successors to the elected and appointed offices of the political subdivisions.

Section 42.14.075 Meetings of governing bodies of political subdivisions at other than usual places

Whenever, due to a natural disaster, an attack or an attack is imminent, it becomes imprudent, inexpedient or impossible to conduct the affairs of a political subdivision at the regular or usual place or places, the governing body of the political subdivision may meet at any place within or without the territorial limits of the political subdivision on the call of the presiding official or any two members of the governing body. After any emergency relocation, the affairs of political subdivisions shall be lawfully conducted at such emergency temporary location or locations for the duration of the emergency

RCW 42.56 Public Disclosure Act

Section RCW 42.56.010 Definitions

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

- (1) "Agency" includes all state agencies and all local agencies. "State agency" includes every state office, department, division, bureau, board, commission, or other state agency. "Local agency" includes every county, city, town, municipal corporation, quasi-municipal corporation, or special purpose district, or any office, department, division, bureau, board, commission, or agency thereof, or other local public agency.
- (2) "Person in interest" means the person who is the subject of a record or any representative designated by that person, except that if that person is under a legal disability, "person in interest" means and includes the parent or duly appointed legal representative.
- (3) "Public record" includes any writing containing information relating to the conduct of government or the performance of any governmental or proprietary function prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics. For the office of the secretary of the senate and the office of the chief clerk of the house of representatives, public records means legislative records as defined in RCW 40.14.100 and also means the following: All budget and financial records; personnel leave, travel, and payroll records; records of legislative sessions; reports submitted to the legislature; and any other record designated a public record by any official action of the senate or the house of representatives.
- (4) "Writing" means handwriting, typewriting, printing, photo stating, photographing, and every other means of recording any form of communication or representation including, but not limited to, letters, words, pictures, sounds, or symbols, or combination thereof, and all papers, maps, magnetic or paper tapes, photographic films and prints, motion picture, film and video recordings, magnetic or punched cards, discs, drums, diskettes, sound recordings, and other documents including existing data compilations from which information may be obtained or translated.

Section 42.56.140 (1)(a) The public records exemptions accountability committee is created to review exemptions from public disclosure, with thirteen members as provided in this subsection.

Section 42.56.140 (d) For each public disclosure exemption, the committee shall provide a recommendation as to whether the exemption should be continued without modification, modified, scheduled for sunset review at a future date, or terminated. By November 15th of each year, the committee shall transmit its recommendations to the governor, the attorney general, and the appropriate committees of the house of representatives and the senate.

Section 48.02.065 (8) Any person may petition a Washington state superior court to allow inspection of information exempt from public disclosure under subsection (6) of this section when the information is connected to allegations of negligence or malfeasance by the commissioner related to a financial or market conduct examination. The court shall conduct an in-camera review after notifying the commissioner and every party that produced the information. The court may order the commissioner to allow the petitioner to have access to the information provided the petitioner maintains the confidentiality of the information. The petitioner must not disclose the information to any other person, except upon further order of the court. After conducting a regular hearing, the court may order that the information can be disclosed publicly if the court finds that there is a public interest in the disclosure of the

information and the exemption of the information from public disclosure is clearly unnecessary to protect any individual's right of privacy or any vital governmental function.

Federal References

1. Presidential Decision Directive 67 – Ensuring Constitutional Government and Continuity of Government Operations, October 1988
2. FEMA Continuity Guidance Circular 1, Continuity Guidance for Non-Federal Entities, January 21, 2009
3. FEMA Continuity Guidance Circular 2, Continuity Guidance for Non-Federal Entities, July 22, 2010
4. FEMA Continuity of Operations Plan Template and Instruction for Federal Departments and Agencies, July 2011
5. Title 44 Code of Federal Regulations (CFR) 44 Part 2, Mission, Organization Units, Functions and Delegations of Authority
6. Federal Preparedness Circular 65 – Federal Executive Branch Continuity of Operations (COOP), June 15, 2004
7. National Incident Management System (NIMS), March 1, 2004
8. Federal Preparedness Circular 66 – Test, Training, and Exercise (TT&E) Program for Continuity of Operations (COOP) et al, April 30, 2001
9. Federal Preparedness Circular 67 – Acquisition of Alternate Facilities for Continuity of Operations (COOP), FEMA, April 30, 2001